

## LIMITED OFFICIAL USE

(When Completed on Foreign Service Personnel)

Report will be filed bound along this edge. Staple attachments to back along this line to permit reading without inversion of file.

DEPARTMENT OF STATE  
EFFICIENCY REPORTForeign Service Officers, Reserve Officers, and Staff Officers Classes 1 - 10  
Civil Service Officers, GS-7 and above

## CHECK ONE BOX

- ☐ REGULAR REPORT
- ☐ INTERIM REPORT ON DEPARTURE OF
- ☐ RATING OFFICER
- ☐ RATED OFFICER
- ☐ CHANGE OF DUTY

## DISTRIBUTION

On Foreign Service personnel, prepare two copies. Forward original to Department; retain duplicate in post's file.

On Civil Service personnel, prepare three copies. Forward original to Office of Personnel; retain duplicate in administrative officer's file; give triplicate to rated officer.

NOTE: Rating officers are cautioned to read instructions contained in Form FS-315(i) prior to preparation of this report.

OFFICER BEING RATED (Last, first, middle)	OFFICER'S CLASS	CLASSIFICATION TITLE OF POSITION	CLASS OR GRADE OF POSITION
OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE (If any)		DIPLOMATIC OR CONSULAR TITLE (If any)	
POST OR DEPT. OFFICE SYMBOL	DATE OF ARRIVAL	PERIOD COVERED BY REPORT	DATE SUBMITTED TO DEPT
I have read and complied with instructions for completing this form.			WAS REVIEW PANEL USED?
SIGNATURE OF RATING OFFICER		SIGNATURE OF REVIEWING OFFICER	
TYPED NAME OF RATING OFFICER		TYPED NAME OF REVIEWING OFFICER	
TYPED CLASS AND TITLE OF RATING OFFICER		TYPED CLASS AND TITLE OF REVIEWING OFFICER	
			HAVE THE CONTENTS OF THIS REPORT BEEN DISCUSSED WITH THE OFFICER RATED?
			HAS HE READ THE ENTIRE REPORT?

## PART I - EVALUATION OF DUTIES PERFORMED

## PURPOSE

For Foreign Service - To permit the Department to identify the type of assignment including specialization, if any, held by an officer of the Foreign Service during the rating period and to provide an evaluation of his performance.

For Civil Service - To provide a specific statement of the knowledge, abilities, skills and other factors which constitute the major requirements for satisfactory performance of his duties and responsibilities to serve as a basis for a narrative appraisal of his performance in Part V.

## A. DESCRIPTION OF DUTIES OR PERFORMANCE REQUIREMENTS

## INSTRUCTIONS

For Foreign Service - Describe briefly but in sufficient detail to be clear exactly what duties were performed. Indicate number and type of employees supervised. Sample: Public Affairs Adviser, Bureau of Inter-American Affairs, supervised one stenographer; Vice Section Chief, supervised 3 officers, 2 American clerks, 10 locals. Positions, the functions of which are less well known, should be described in considerably greater detail.

For Civil Service - List separately the major performance requirements of the officer's position; i.e., the knowledge, ability, skills and other factors stated in terms of quality, quantity, manner, timeliness or other terms which establish a standard of performance. The officer's performance will be rated against those requirements in Part V.

## DESCRIPTION

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**PART I - EVALUATION OF DUTIES PERFORMED** (cont'd.)  
**B. PERFORMANCE EVALUATION BY POSITION FUNCTIONS**

INSTRUCTIONS

Referring to the functional categories and subcategories shown in Form FS-315(i), Section 3.1B, list under Assignment each major function of the position to which rated officer has been assigned during rating period. In accordance with instructions found in Form FS-315(i), Section 3, relative to rating in terms of six levels, evaluate relative ability of the rated officer by encircling the appropriate number to the left of each function or activity. Show percentage of time spent in each.

EVALUATION OF WORK						ASSIGNMENT	PER CENT OF TIME
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		
1	2	3	4	5	6		

**PART II - PERSONAL QUALITIES**

PURPOSE

To provide the Department with an evaluation of the personal qualities of each officer reported on.

INSTRUCTIONS

In accordance with instructions found in Form FS-315(i), Section 3, relative to rating in terms of six levels, encircle the number following each quality which in your judgment best represents the level of the officer being rated. See Section 3.2 of the Instructions for definitions of the following qualities. Each factor must be rated.

EVALUATION OF WORK						QUALITIES
1	2	3	4	5	6	1. Ability
1	2	3	4	5	6	2. Conduct
1	2	3	4	5	6	3. Industry
1	2	3	4	5	6	4. Dependability
1	2	3	4	5	6	5. General Usefulness
1	2	3	4	5	6	6. Judgment
1	2	3	4	5	6	7. Ability to get along with others
1	2	3	4	5	6	8. Tactfulness
1	2	3	4	5	6	9. Initiative
1	2	3	4	5	6	10. Resourcefulness
1	2	3	4	5	6	11. Decisiveness
1	2	3	4	5	6	12. Forcefulness
1	2	3	4	5	6	13. Adaptability
1	2	3	4	5	6	14. Cooperativeness
1	2	3	4	5	6	15. Patience
1	2	3	4	5	6	16. Sense of humor
1	2	3	4	5	6	17. Good manners and politeness
1	2	3	4	5	6	
1	2	3	4	5	6	
1	2	3	4	5	6	
1	2	3	4	5	6	
1	2	3	4	5	6	
1	2	3	4	5	6	
1	2	3	4	5	6	

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**PART III - FUNCTIONAL FACTORS****PURPOSE**

To provide the Department with an evaluation of the officer's knowledge of the primary functional categories of work, including that in which engaged at present time, assigned to officer personnel.

**INSTRUCTIONS**

In accordance with instructions found in Form FS-315(i), Section 3, relative to rating in terms of six levels, indicate your evaluation of the officer with reference to the following factors. Factors not observed or in no way pertinent to the job should be so checked. See Section 3.3 of the Instructions for definitions of the following factors. Mark every factor.

RATING						FACTORS	NOT OBSERVED	NOT PERTINENT
1	2	3	4	5	6	1. Understanding of administrative practices		
1	2	3	4	5	6	2. Understanding of commercial factors		
1	2	3	4	5	6	3. Understanding of consular duties		
1	2	3	4	5	6	4. Understanding of economic factors		
1	2	3	4	5	6	5. Understanding of intelligence functions		
1	2	3	4	5	6	6. Understanding of international organization affairs		
1	2	3	4	5	6	7. Understanding of labor factors		
1	2	3	4	5	6	8. Understanding of political factors		
1	2	3	4	5	6	9. Understanding of public affairs programs and techniques		

**PART IV - OTHER FACTORS****PURPOSE**

To provide the Department with an evaluation of specific factors relating to the officer's knowledge and performance on this job.

**INSTRUCTIONS**

In accordance with instructions found in Form FS-315(i), Section 3, relative to rating in terms of six levels, indicate your evaluation of the officer with reference to the following factors. Factors not observed or in no way pertinent to the job should be so checked. See Section 3.4 of the Instructions for definitions of the following qualities. Mark every factor.

RATING						FACTORS	NOT OBSERVED	NOT PERTINENT
1	2	3	4	5	6	1. Effectiveness in applying laws and regulations correctly		
1	2	3	4	5	6	2. Thoroughness and accuracy of work		
1	2	3	4	5	6	3. Analytical ability and keenness of perception		
1	2	3	4	5	6	4. Effectiveness of written expression		
1	2	3	4	5	6	5. Effectiveness of oral expression		
1	2	3	4	5	6	6. Negotiating ability		
1	2	3	4	5	6	7. Skill in dealing with the public		
1	2	3	4	5	6	8. Effectiveness as a supervisor		
1	2	3	4	5	6	9. Managerial effectiveness		
1	2	3	4	5	6	10. Cost consciousness		
1	2	3	4	5	6	11. Security consciousness		

**PART V - COMPREHENSIVE COMMENTS AND RECOMMENDATIONS**

Detailed instruction for the preparation of this narrative section are contained in Section 3.5 of Form FS-315(i) Instructions for Completing Form FS-315, Efficiency Report. Those instructions should be followed carefully. (Begin Part V on separate page.)

**PART VI - REVIEWING OFFICER'S STATEMENT**

The Reviewing Officer is required to attach to this report a statement indicating whether he concurs in the rating and why. He should comment on extent of observation of rated officer's work, whether rated officer had adequate supervision and guidance, whether a good working relationship existed between the rated officer and rating officer, whether the report appears strict or lenient, and any other matters he deems pertinent. Furthermore he should indicate whether his own comments have been discussed with the rated officer.

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### OVER-ALL EVALUATION FOR CIVIL SERVICE OFFICERS

#### PURPOSE

To provide the Department with an over-all evaluation of the officer's performance during the rating period in accordance with the provisions of the Performance Rating Act of 1950, the Classification Act of 1949, as amended, and the Veterans Preference Act of 1944, as amended.

#### INSTRUCTIONS

Based on your personal knowledge of the officer's over-all performance during the rating period, place an (X) at the left of the statement below which most accurately reflects the level of his performance. There should be a correlation between the over-all rating, the factor ratings, and the narrative evaluation. If either Unsatisfactory or Outstanding is selected, a detailed statement supporting the rating must be provided. See Rating Levels below for requirements.

#### RATING LEVELS

- UNSATISFACTORY:** An employee whose performance becomes so deficient in important work requirements as to become ineffective shall receive the rating Unsatisfactory. However, this rating shall not be given unless preceded by a ninety day written warning indicating specifically the employee's strengths and weaknesses, how the employee has failed to meet the performance requirements of his position, and how he must improve in order to meet the requirements. Such a written warning must be given to the employee at least ninety days before receipt of his performance rating. An Unsatisfactory rating must be supported by a written statement indicating wherein his performance is unsatisfactory, the facts of the prior warning, and the efforts made after the warning to help the employee bring his performance up to a satisfactory level.
- SATISFACTORY:** An employee whose performance clearly meets all basic requirements shall be rated Satisfactory. This rating, while indicating that there is room for improvement, should not be considered a low or undesirable rating in any sense.
- OUTSTANDING:** An employee may be rated Outstanding when all aspects of his performance not only exceed requirements but are outstanding and deserve special commendation. This rating must be supported by a written statement setting forth in detail the reasons for considering the officer's performance outstanding in every respect. An Outstanding rating must be approved by the Reviewing Officer and the Performance Rating Committee. The written justification must cover all parts of the narrative rating in Part V concerning performance (See Section 3.52 B of Instructions).

- ☐ **UNSATISFACTORY** - Performance clearly fails to meet basic requirements.
- ☐ **SATISFACTORY** - Performance clearly meets all basic requirements.
- ☐ **OUTSTANDING** - Performance in every respect is outstanding and deserves special commendation.

SIGNATURE OF RATED CIVIL SERVICE OFFICER (Indicates discussion held)

DATE

APPROVED BY PERFORMANCE RATING COMMITTEE

DATE

SIGNATURE OF RATED OFFICER (Indicates receipt of rating)

DATE